

In re Patent Application

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Protest under 37 CFR 1.291

Exhibit K

Printout of a web page from Andersen Consulting's web site excerpting
their FY 1997 annual report.

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Inspiring Change

Perhaps the greatest test of an organization's courage to change lies in its ability to motivate its people to move the organization in the right direction. Courage, after all, is very personal, and each person in a changing organization must exhibit his or her own commitment to change. Sometimes, inspiring change is simply a matter of showing people the rewards made possible through the transformation. Other times, successful motivation comes from sharing the organization's vision while letting people know they have the ultimate power to achieve it. The key is to know what will inspire people to face the challenges of change.

One way of helping to bring about change is to equip people to do their jobs differently and more effectively. In Ireland, as elsewhere, the nature of crimes and criminals is continuously changing and the general public continually demands more and more of its police force. Andersen Consulting is working with An Garda Síochána -- the Irish police -- to meet these demands.

Recognizing that good information is the lifeblood of a modern policing operation, Andersen Consulting is helping An Garda introduce a change program aimed at radically improving the police force's ability to handle information. New technology is being introduced to streamline the collection and use of information by the front-line Garda, eliminating long hours of paperwork. Updated information will automatically be fed into a central database and used to help discern patterns of criminal activity. The program will put An Garda at the forefront of police forces in making the fullest use of technology in the fight against crime. As a result, Garda officers can be more effective in protecting and serving Ireland's citizens.

Simulating Experience for Success

A popular fallacy that is gradually disappearing is that human performance is not measurable. In fact, studies have shown retention rates of 75 percent for learning-by-doing approaches such as simulation, compared with 5 to 7 percent for traditional classroom training. At US-based GE Capital, Performance Technologies Director Ginny Ertl has no doubt about the effectiveness of a deal-process

...the efficiency and effectiveness of a loan process simulation developed in partnership with Andersen Consulting. Credit Operations and Risk Education (CORE) replaces 120 hours of centralized classroom training with 30 hours of computer-based simulation deployed to the desktop. "On average, professionals have demonstrated a 65 percent improvement in capabilities after CORE training," says Ertl. "We're thrilled with the results."

Ertl has noticed another benefit: besides allowing professionals a better grasp of detail, CORE shows the bigger picture -- the cross-functional nature of work. As she put it, "People get better at their jobs when they know how their pieces fit into the larger process."

Pratt & Whitney, a recognized leader in the aerospace industry, faced a similar opportunity to improve its performance. The foundation of Pratt's strategy is to strive for continuous business process improvement as well as continuously seek ways to increase value to its customers. To support these strategic goals, Pratt & Whitney undertook an effort to improve the understanding of the company's management of the effect their day-to-day decisions have on customers and on Pratt's financial performance.

This presented an opportunity to use Andersen Consulting's unique business simulation approach, which combines goal-based learning with multimedia technology to allow people to simulate business situations. Individuals can make decisions in risk-free, controlled environments, and learn from the results of these decisions. This innovative approach enabled Pratt & Whitney's executives to gain a true appreciation for how their day-to-day decisions would affect the short-term and long-term performance of their engine program, the company and, ultimately, shareholder value.

This interactive, computer-based program enables individuals to retain more essential business information resulting in improved employee performance. Pratt & Whitney confidently expects to see improvements in financial results and greater customer satisfaction. These are just some of the rewards available to organizations that are willing to challenge employees to rethink the way they work.

Inspirational Performance

Inspiring people to perform at top levels was a challenge faced by Kanto Gakuen in Japan, a private institution that includes a university, a two-year college, a high school and the administration necessary to run the various components. The institution was interested in overall reform, from the recruiting process to the educational curriculum and student services at all levels. One of the first achievements of the project was changing the way Kanto Gakuen's people worked and communicated. Andersen Consulting helped the university combat some of the conservative attitudes and passive approaches often found in Japanese institutions by opening up the channels of communication. An extensive E-mail and information system connects people in all departments and makes it easier to exchange information and find better ways to work. As a result, inefficient, paper-based processes have

- been eliminated and productivity has increased as people have the information they need to do their jobs.



Ireland's national police force is working with Andersen Consulting to find ways to eliminate paperwork and help the country's officers focus on protecting and serving people in areas such as Dublin castle. Recognizing that solving and preventing crime is largely a matter of having reliable information, the two organizations are exploring options for collecting and using that information for the benefit of Ireland's law-abiding citizens.

Keeping People Focused

Texas Instruments, one of the world's foremost high-technology companies, has a vision of becoming a global enterprise that connects people around the world to each other and to information in unprecedented ways. At the same time, the company recognizes the need for better ways to connect its own people and the work they do: Andersen Consulting was tapped to design, build, implement and operate the processes and accompanying systems to run many of Texas Instruments' core operations, including manufacturing, supply-chain management, workflow and distribution. Andersen Consulting will also create new ways to plan production, manage product development, communicate with customers and manage quality. "With this partnership, we are maximizing the strengths of two outstanding organizations while providing tremendous growth opportunities for employees through education, training and career development," said Phil Coup, vice president of Texas Instruments' semiconductor group.

A project of this scale is sometimes best done in small steps so as not to disrupt the people around it, so Andersen Consulting and Texas Instruments are working together to prepare the organization for a series of "step changes." While Andersen Consulting is helping to move Texas Instruments to a new internal structure, the people of Texas Instruments can focus on moving the world toward new ways of communicating.

Commitment to Change

Determining people's commitment to a transformation program is a difficult task at best. While anyone can go along with an organization while it is in the midst of change, the truly courageous will be set apart by their ability to drive the change forward. Eventually, their commitment will be evident in their performance.

At Progressive Enterprises -- a major New Zealand supermarket and wholesale chain and the country's second largest employer --

Wholesale Client and the Country's Second Largest Employer --
Andersen Consulting is partnering with the client to help it cope with a flat market. By helping Progressive's workforce find new ways of working, which include adapting new practices and systems, the project team is helping Progressive restore its profitability and improve shareholder returns.

Some organizations are inspired to adopt a social commitment to meet the needs of a changing society. Perhaps nowhere is this more evident than in South Africa. Eskom, the principal supplier of electricity for Africa and the fifth largest supplier in the world, has the vision "to provide the world's lowest cost electricity for growth and prosperity." In achieving this vision, Eskom will enhance quality of life in South Africa's poorest communities, where 15 million people have no access to electricity, and will also support the global competitiveness of South Africa's economy. The utility's vision is ambitious and Eskom executives realize that effective financial and materials management are critical to support this commitment. New software and modern technology are being installed, but Eskom and Andersen Consulting are paying close attention to the human performance required of the users involved in the change.

The project team is assisting the people involved at all levels, from seeking executive sponsorship to developing training for those who will work with new processes and systems. By taking a holistic approach to massive business change, Eskom and Andersen Consulting are enabling effective management with best practices, technology, knowledge and skills -- and enabling 8,000 people to realize Eskom's vision for a changing South Africa.

Pushing the Boundaries

Sometimes industries change the way people work, and other times people have the opportunity to change an industry. In communications, the changes have been coming from both directions. As technology makes possible new business capabilities and as communications companies deal with deregulation and exploding new markets, the industry is in flux and is challenging many companies to keep up.

NTT, Japan's domestic mega-carrier and a top carrier in the world, plays a critical role in Japan's national industrial strategy, which is undergoing a wave of globalization. Andersen Consulting is helping the conservative carrier develop a major behavioral change initiative among its top leadership to prepare the company for the globalization the market demands. NTT is benefiting from a new human resource strategy and is better positioned to be a strong player in a competitive, global market.

From teaching-by-doing to merging diverse cultures, far-reaching change inevitably comes down to people. Perhaps

that is why organizations that focus exclusively on their product, their technology or the competitive landscape are bound to stumble. For while it is important to watch the horizon, you must also be attuned to what is happening around you and begin any change program where its success ultimately lies...with the people who will make it happen.

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